Making

Development Partnerships

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[www.livestockfish.cgiar.org](http://www.livestockfish.cgiar.org)

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CGIAR is a global partnership that unites organizations engaged in research for a food secure future. The CGIAR Research Program on Livestock and Fish aims to increase the productivity of small-scale livestock and fish systems in sustainable ways, making meat, milk and fish more available and affordable across the developing world. The Program brings together four CGIAR centres: the International Livestock Research Institute (ILRI) with a mandate on livestock; WorldFish with a mandate on aquaculture; the International Center for Tropical Agriculture (CIAT), which works on forages; and the International Center for Research in the Dry Areas (ICARDA), which works on small ruminants. <http://livestockfish.cgiar.org>

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CRP Livestock and Fish

A Case for Development Partnership

Preamble

CRP Livestock and Fish seeks to work in partnership with development actors in its quest to achieve sustainable change at scale. In exploratory conversations, development organizations have found it difficult to understand the arrangement and role of CGIAR research centres within the framework of the CGIAR Research Programs (CRPs). The signing of agreements between CRP Livestock and Fish (L&F) and development partners has prompted questions about boundaries. These include

* Does an agreement signed with ILRI on behalf of L&F cover collaboration potential with ILRI that is wider than the limitations of L&F, when there is interest to engage more broadly with the ILRI agenda?
* Can an agreement with ILRI open up space for collaboration with ICARDA, WorldFish and CIAT within L&F? If so, how far can formal collaboration go beyond the boundaries of L&F?

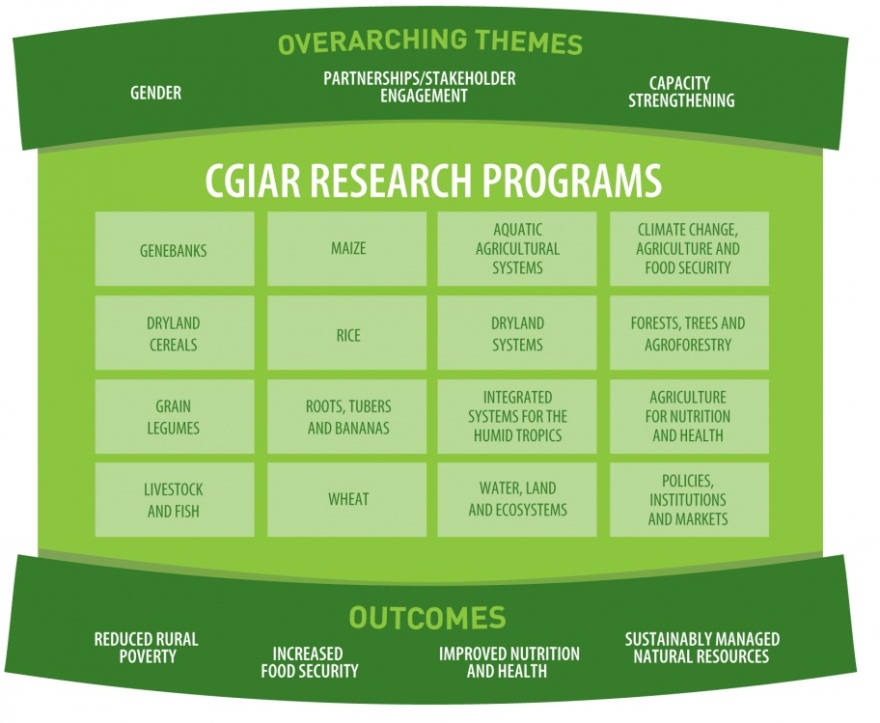
This paper makes a case for development partnership between CGIAR research centres and development actors through the Livestock and Fish CRP (L&F). It clarifies the nature of CGIAR reforms, the way in which ILRI, ICARDA, WorldFish and CIAT work together within L&F, the way that L&F seeks to achieve sustainable change at scale, and to define the benefits of collaboration to development partners. It seeks to answer the two questions above and offer a common understanding within which these questions can be discussed.

The Architecture of the CRPs within CGIAR

Since 1971, the Consultative Group for International Agricultural Research (now know only by its initials CGIAR) has worked to reduce hunger and poverty in the developing world through the use of science. This was undertaken through a loose coalition of 15 research centres that in 2010, agreed to become part of a more coherent and business like arrangement. This new arrangement was designed for demand to drive research and for this to be results focused, collaborative, agile and engaged with partners. This reform was underpinned by a joint commitment of 15 research centres to work together to build a global food system that serves everyone, especially the poor.

This reform process entailed changes in the way CGIAR member agricultural research centres do research and secure finances. The CGIAR secretariat was strengthened to become the overarching Consortium Office to strategically direct the processes that determine what research was to be done, who would do it, how it was to be done, and who would pay for it. To achieve this, several important mechanisms were established.

In order to manage for results, a Strategic Results Framework was established upon a basis of four critical results, i.e. the achievement of less rural poverty; better food security; better nutrition and health; and sustainably managed resources. For each result area, all research work must address gender inequity, must strengthen capacity of systems and their actors, and must work in ways that engage many stakeholders and work in partnership.

The 15 Research Centres of the CGIAR[[1]](#footnote-1) now combine their efforts within a series of CGIAR Research Programs (CRPs). Seven of these deal with **commodities** (dry land cereals; grain legumes; livestock and fish; maize; rice; roots tubers and bananas; wheat); three with **climate and the environment** (climate change, agriculture and food security; forest, trees and agroforestry; water, land and ecosystems), three with **farming systems** (integrated systems for the humid tropics; aquatic agricultural systems; dry land systems); one with **policies and markets**; one with **nutrition and health**; and one for **managing and sustaining crops collections.**

Each CRP is undertaken by a consortium of several centres who work together under the leadership of one of them, to deliver a set of results.

CRP Livestock and Fish

CRP Livestock and Fish (L&F) is formed as a consortium of four CGIAR centres, namely

* The International Livestock Research Institute (ILRI)
* International Centre for Research in Dry Areas (ICARDA)
* WorldFish
* the International Centre for Tropical Agriculture (CIAT)

It has been crafted to increase productivity of small‐scale livestock and fish systems so as to increase availability and affordability of meat, milk and fish for poor consumers and, in doing so, to reduce poverty through greater participation by the poor along animal source food value chains. Its tag line sums this up as “*more meat, milk and fish by and for the poor*”.

It aims to achieve a number of outcomes that include, with respect to dairy, small ruminants, pigs and fish;

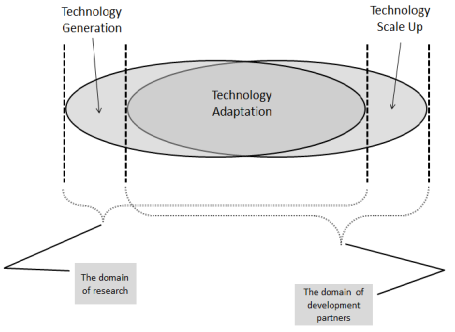
* Increasing **productivity** in small scale production systems;
* Increasing **quantity** and improving **quality** supplied from small scale production and marketing systems
* Increasing **employment** and **income** for low-income actors in targeted value chains, with an **increased share** of employment for and income controlled by **low-income women**
* Increasing **consumption** of animal source produce to fill a larger share of the **nutrient gap** for the poor, particularly for nutritionally vulnerable populations (women of reproductive age and young children)
* Lowering **environment impacts** per unit of commodity produced in the target value chains; and
* Enabling **policies** (including investments) and development actors to recognize and support the development of small-scale production and marketing systems, and to seek to increase the **participation of women** within these value chains.

L&F works to achieve these changes through the transformation of value chains in nine countries as shown below. Evidence generated through this work can be used to take successful experiences to scale in other countries.

|  |  |  |  |
| --- | --- | --- | --- |
| Dairy | Small Ruminants | Fish | Pigs |
| Nicaragua  India  Tanzania | Burkina Faso  Ethiopia | Egypt  Bangladesh | Uganda  Vietnam |

**Our Theory of Change**

The program researches the hypothesis that increased access to animal source foods by the poor, especially women and children, can be achieved at scale by strengthening carefully selected meat, milk and fish value chains in which the poor can capture a significant share of the benefits. Transformation in value chains can be achieved through sustainable intensification and commercialisation of small holder production within a strengthened value chain system that connects poor consumers and producers to one another. Technologies and lessons generated through this focused approach will be applicable in broader regional and global settings.

This hypothesis examines a trajectory between the generation of technology, its adaptation to various contexts, its adoption and ultimate scaling. This is termed agricultural research for development (AR4D) and encompasses the complex set of relationships between technology and its engagement in social and economic systems. Here, the traditional domains of researchers and development actors overlap considerably. The approach of L&F is to integrate research efforts with development actors in an iterative process that enables both to combine efforts to identify the right issues for research, to adapt technologies so that they become fit-for-purpose in specific value chain sites, and work to take successful innovations to scale in ways that transform value chain systems.

This integrated and focused approach aims to harness the growth of the private sector and the increased dynamism of markets in developing countries. The underlying premise is that, by developing partnerships between research, development and private sector actors to stimulate pro‐poor innovation in selected high‐potential animal source food value chains, we will better enable uptake of existing technologies and facilitate learning. It will also help identify and prioritize demand for new technologies that exploit scientific advances in both the natural and social sciences, especially the transformational potential of the biosciences and genomics.

CRP Livestock and Fish research aims to make technological and system discoveries, including

* Tested and refined pro-poor technological innovations
* Methods and tools for priority setting
* Better partnerships and capacity building approaches
* Innovative scaling models
* Proofs-of-concept

Within target value chains, L&F works with development partners to engage with value chain actors to ascertain critical issues that constrain beneficial value chain function, to generate and offer innovations, review the effectiveness of these and engage in processes of adapting these. As innovations become appropriate, fit-for-purpose and owned, L&F works with development partners in processes that take these to scale. Here, L&F seeks to shape new substantial development investment to support increasingly relevant AR4D interventions. With the right mix of appropriate and owned innovations, investment and capacity enhancement, the program works to stimulate higher productivity, higher overall production, effective and fair markets, higher income for producers, more affordable consumer prices and equitable distribution and use of animal source foods. L&F uses participatory and iterative learning approaches to assure that this trajectory stimulates widespread behaviour change in target value chain systems, marked by improved uptake of livestock innovations and better coordination along livestock value chains.

In addition to this, L&F aims to generate International Public Goods, including models to promote targeted dissemination of results through publications, social and mass media, etc. to provide sufficient supporting evidence and platforms for global promotion and adoption of innovations. L&F will work with “next users” such as the NARES, NGOs, Civil Society Organizations and public and private service providers in countries outside of the selected value chains as a way of building and strengthening institutions for accelerated downstream testing, adaptation, and scaling of research outputs. L&F will engage key partners in disseminating research-for-development outputs, and in ensuring they are widely accessible and used. L&F’s communication and dissemination strategy will target specific messages and channels to influence policy makers, especially those that determine development investments, to promote wider deployment of proven interventions.

Implications of Partnership between Development Actors and L&F

Within this framework, CRP Livestock and Fish offers its development partners some considerable advantages. These come from both the nature of the program, and the doors that the program can open. Broadly these are as follows;

*Knowledge Services*

The four participant CGIAR centres are dedicated research centres that cover an impressive array of research areas from animal genetics, animal feed, animal health, through to value chain systems and agricultural economics. L&F has formed a research partnership with Wageningen University who bring expertise in innovation systems and agricultural extension. The program hence brings expertise, methods and approaches for

* + Developing new knowledge
    - Researching difficult technological, social and economic problems
    - Supporting action research experiments by development actors and value chain actors
  + Networking and brokering knowledge
    - Approaches and methods for carrying innovations and their adaptations across different domains, and testing these in such spaces
  + Management of knowledge
    - Documentation of results
    - Policy advice and engagement
  + Support to Development Program M&E Development
    - Skills and services that enhance development partner abilities to track change, monitor progress and assess results.

*Technological Innovation for Improved Impact*

Agricultural development processes often fail for want of the right innovations. L&F brings existing innovations and generates new ones based on state-of-the-art research capability to explore intractable technological problems. Some of our work to date has included the breeding of superior yielding fish, vaccines that enable healthy animals and higher production, animal feed assessment and ration formulation toolkits, and superior forage grasses. Work continues in these areas, and also in the development of community breeding systems, improved herd health, economic cluster formation for improved small holder engagement in value chains, index linked insurance, and gender transformative approaches.

*AR4D Services – Capacity Development and Learning for Scale*

Development programs often position themselves to pilot new approaches and take these to scale. Often, pilot interventions do not reach scale and are not sustainable. In part, this is because the contexts within which pilots operate change in ways that are not understood. Innovations fail to adapt to become fit-for-purpose, and do not take hold and persist. Not understanding how change is happening emanates from the way in which evidence is handled and examined at various stages of intervention evolution. For sure, failure to locally “hit-the-mark” precludes natural growth in scale. Equally, locally successful interventions do not translocate for reasons of contextual difference between locations. Achieving sustainable scale has become elusive and this threatens to compromise confidence in development investment. Engagement with research centres brings a critically important analytical and documenting resource to development programs that seek to enable effect at scale. L&F brings research capability and approaches, capacity development services to enable development partners to participate in AR4D, and active networks of National Agricultural Research Centres (NARS).

*Expanded Financial Investment Bases*

Development resources are mainly invested through channels that are reserved for specific organization types. NGOs and UN organizations are resourced through contracts, grants and mandate agreements. Government agencies are resourced through their parliaments. Profit making development contractors are resourced through competitive bidding. Private sector companies are resourced through profit making business activities. Research organizations are resourced through national and international scientific investment instruments. Within L&F, the confluence between CGIAR research and development brings two potential resourcing possibilities. By aligning existing work towards mutually desired goals, development partners can exploit the benefits of research funding, and research actors can likewise exploit the benefits of development funding. Moreover, by promoting system wide engagement across value chains, L&F facilitates structured engagement across many actors and projects to form multi stranded movement[[2]](#footnote-2) that make collective sense. Given the complex nature of value chain systems, the research element is an attractive ingredient to this mix, for it structures a reflective practice that enables adaptation, ownership and whole system change that enables all to deliver results in a joined-up way. Greater efficiency and effect achieved through aligned coherence will boost confidence in donors and investors alike.

*Access to Policy Advisory Functions*

International Public Goods are being generated from the documentation of experiences within and between value chains. These include new technologies; better adaptation of existing innovations; approaches and methods for setting priorities, collaborative partnership action, learning, capacity development and scaling; and for all of these, proven concepts. Within each of the nine focus countries and four value chains, evidence generated will form a strong basis upon which national governments and development investors can base their opinions. Across all of these, generated evidence represents a strong basis for agriculture development investment and enabling policy. L&F is here engaging IFAD, World Bank, FAO and national overseas development investment organizations to inform their policies and actions.

*Access to Wider CGIAR Centres and their Research Programs*

Partnership with the L&F program opens up new ways to access the wider CGIAR research basis. The four constituent research centres also engage in other CGIAR programs, and each has a reach that extends beyond the boundaries of L&F. This represents a wider avenue for CGIAR collaboration where alliances formed through L&F can reasonably lead to other forms of collaboration in other CRPs.

Forming Development Partnerships

The Development Partnership Strategy of L&F describes a process whereby alliances are made on the basis of a joint desire to address key issues within value chains. Starting from local action with development actors, this can grow to encompass joint action in several countries, and lead to a vision of achieving impact at scale.

In some cases, L&F has fast tracked this process to target key development actors on the basis that working relationships have been formed in field locations, and that there is considerable alignment in the view of mutual benefits. This has led to the early signing of agreement with SNV Netherlands Development Organisation, and to productive exploration with CARE International and GiZ.

In conversations leading to partnership agreement, the two questions below have been raised.

* Does an agreement signed with ILRI on behalf of L&F cover collaboration potential with ILRI that is wider than the limitations of L&F, when there is interest to engage more broadly with the ILRI agenda?
* Can an agreement with ILRI open up space for collaboration with ICARDA, WorldFish and CIAT within L&F? If so, how far can formal collaboration go beyond the boundaries of L&F?

L&F does not exist as a legal institution, and on its own cannot enter into agreement. It is legally structured as a program of collaboration between four CGIAR research centres (ILRI, ICARDA, WorldFish and CIAT), under the auspices and leadership of ILRI. Therefore, any agreement with L&F is made with ILRI and is signed with the Director General of ILRI, or his appointed designate.

The scope of collaboration defined in such an agreement with ILRI can cover as wide an area as ILRI and a development partner choose to cover. However since L&F focuses on enabling partnership within the boundaries of the L&F program interest, this would be pre-eminent for this program. Notwithstanding, L&F would willingly facilitate development partner’s access to other parts of ILRI to foster mutual benefit for both ILRI and the development partner.

Within the L&F scope of activity, such agreement with ILRI covers access to CIAT, WorldFish and ICARDA. Desired collaboration with these research institutes around L&F work requires no further agreement, and relationship management would take place through the L&F program planning and management committee (PPMC)

Beyond the scope of L&F activity, such agreement with ILRI does not imply partnership with the other L&F research centres. Notwithstanding, L&F would seek to facilitate development partner’s access to other L&F centres to foster mutual benefit for both those centres and the development partner.

Beyond the scope of L&F activities and centres, and given such signed agreement with ILRI, L&F would seek to facilitate development partner’s access to other CGIAR centres to foster mutual benefit for both those centres and the development partner.

These measures are intended to maintain issue based focus, and yet to assure that development partners are also enabled to use this mechanism to engage more deeply with global CGIAR based AR4D.

The Nature of Agreements

The legal basis upon which L&F stands is that of ILRI. The relation between ILRI and a strategic development partner would usually be articulated or defined in a contractual document or agreement. A MoU is the primary document that defines the relationship and ideally is broad, expressing the underlying desire of the parties to enter into the partnership and outlining in general terms the objectives of the partnership. For more definitive development partnership collaboration, the MoU provides that such collaborations will be defined under specific Collaborative Research and Development Agreements (CRDAs) between the parties. The CRDA defines in specific terms the relationship between ILRI and the development partner within L&F project based or strategic partnership. Here, any donor funding contract or agreement would have implications on the terms of the CRDA.

In line with the CGIAR policy on intellectual property, ILRI’s primary strategy is to make available its intellectual assets resulting from its research without restriction, and to use such intellectual assets in achieving its mission. ILRI does not seek to assert intellectual property over its research products except when necessary for the development and transfer of technology. In addition, ILRI does not seek to profit from any of its research products or genetic materials. ILRI publications and other copyrightable products may be used without restriction for non-commercial purposes. Publication of work resulting from development partnerships is done jointly with all collaborating partners. Partnership agreements embody this general philosophy in addressing matters relating to access to intellectual assets held by others and management intellectual assets developed within the framework of collaboration.

1. International Livestock Research Institute (ILRI), International Centre for Research in Dry Areas (ICARDA), WorldFish, the International Centre for Tropical Agriculture (CIAT), the International Rice Research Institute (IRRI), the International Potato Research Centre (CIP), the International Institute of Tropical Agriculture (IITA), AfricaRice, Bioversity International, Centre for International Forestry Research (CIFOR), International Crops Research Institute for the Semi-Arid Tropics (ICRISAT), International Food Policy Research Institute (IFPRI), International Maize and Wheat Improvement Centre (CIMMYT), International Water Management Institute (IWMI), World Agroforestry Centre (ICRAF), [↑](#footnote-ref-1)
2. “Movement” here describes a range of wide spread collaboration sets, ranging from more formal coordinated programs to loose alliances that pursue parallel agendas that are confluent in purpose or reason. [↑](#footnote-ref-2)